



# 2020-23 Strategic Plan Annual Progress Report

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INSTITUTIONAL RESEARCH & PLANNING  
AUGUST, 2022

# 2020-23 Strategic Plan Roadmap

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## January 2020

Board of Trustees approved  
2020-2023 Strategic Plan

## Fall 2019

[2020-2023 El Camino College Strategic Plan](#)  
reviewed through collegial consultation

## November 2021

Progress Report on Strategic  
Plan, using [ECC Local Vision Goals](#)

## Summer 2023

- Last report on 2020-23 Strategic Plan (start new plan)
- Last report using local vision goals (2017-2022 system-wide Vision for Success)

## August 2022

Progress Report on Strategic  
Plan, using [ECC Local Vision Goals](#)



# 2020-23 Local Vision Goals

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## Increase Completion

- 1A. Increase students who earn a degree by 20%
- 1B. Increase students who earn a certificate by 20%
- 1C. Increase students who earn a degree or certificate by 20%

## Increase Transfer

- 2A. Increase students who earn an associate degree for transfer by 35%
- 2B. Increase students who transfer to a UC or CSU by 35%

## Decrease Units Earned

- 3A. Decrease by 10% average number of units degree earners accumulate

## Increase Workforce

- 4A. Increase median annual earnings by 30%
- 4B. Increase students who attained the living wage by 39%
- 4C. Increase career education students with a job closely related to field of study by 10%

## Decrease Equity Gap

Decrease 40% in achievement gaps across Goals 1-4

# Lagging Indicators

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Measures that allow tracking institutional goals and provide information at the end of students' educational path (less actionable)

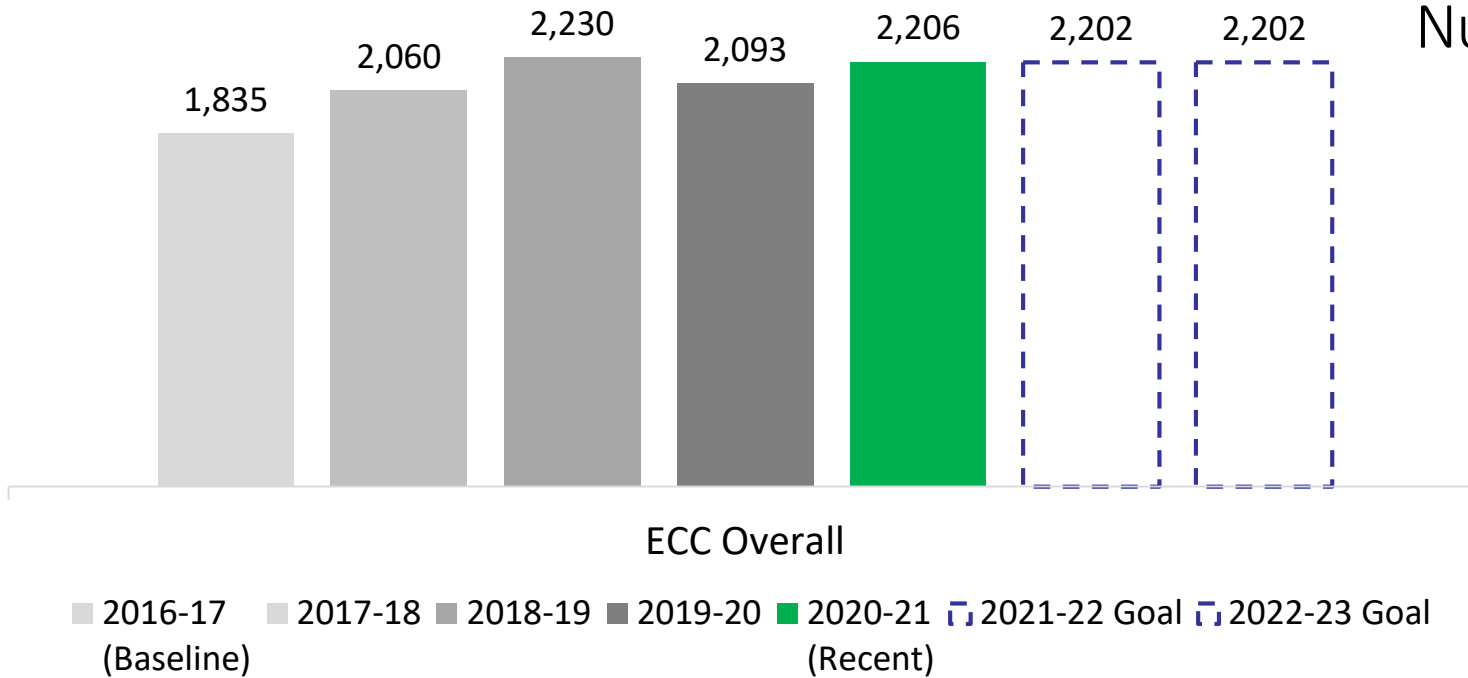
1. Degree Completion
2. Certificate Completion
3. Transfers to CSU or UC
4. Unit Accumulation
5. Annual Earnings
6. Living Wage Attainment
7. Job in Field of Study

# Lagging Indicators

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# Degree Completion Overall

Number of students earning a degree



*In 2020-21, 2,206 students earned a degree surpassing the goal for the next two years (2,202)*

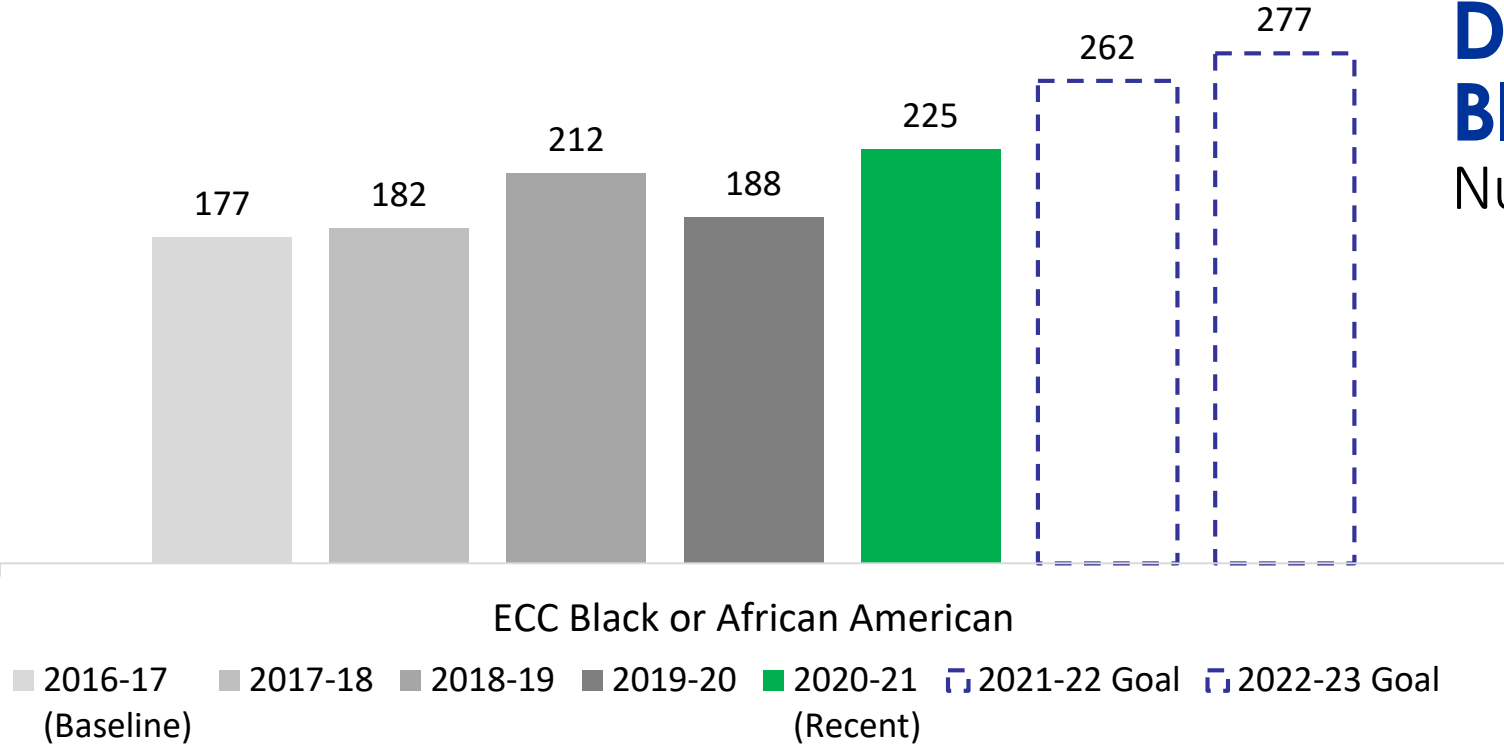
## 2020-21



**Comparison to LA Microregion Community Colleges**  
*In 2020-21, 1% more of ECC students earned a degree compared to their counterparts in the LA Microregion*

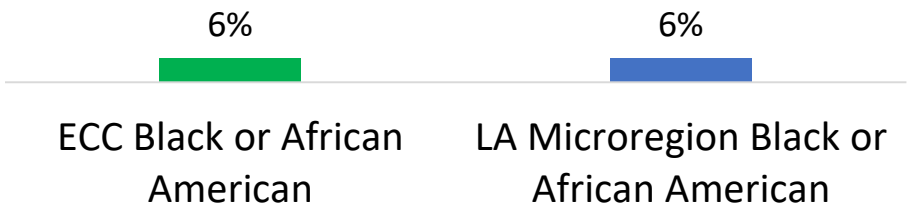
# Degree Completion Black/African American

Number of students earning a degree



*In 2020-21, 225 Black/African American students earned a degree, a 20% increase from the previous year (37 more students)*

## 2020-21

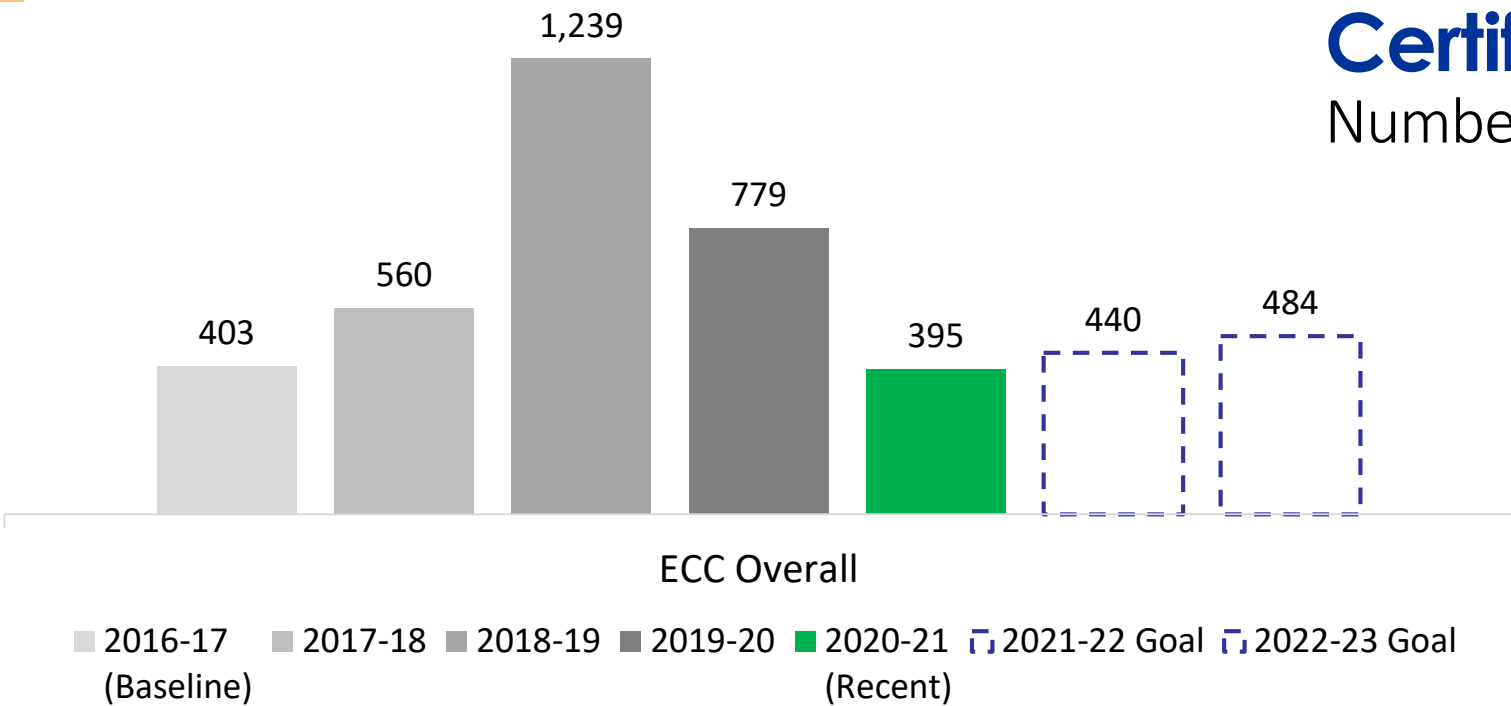


*Comparison to LA Microregion Community Colleges  
In 2020-21, the percent of Black/African American students who earned a degree was the same in ECC and the LA Microregion*



# Certificate Completion Overall

Number of students earning a certificate



*In 2020-21, 395 students earned a certificate, a 49% decrease compared to the previous year*

## 2020-21

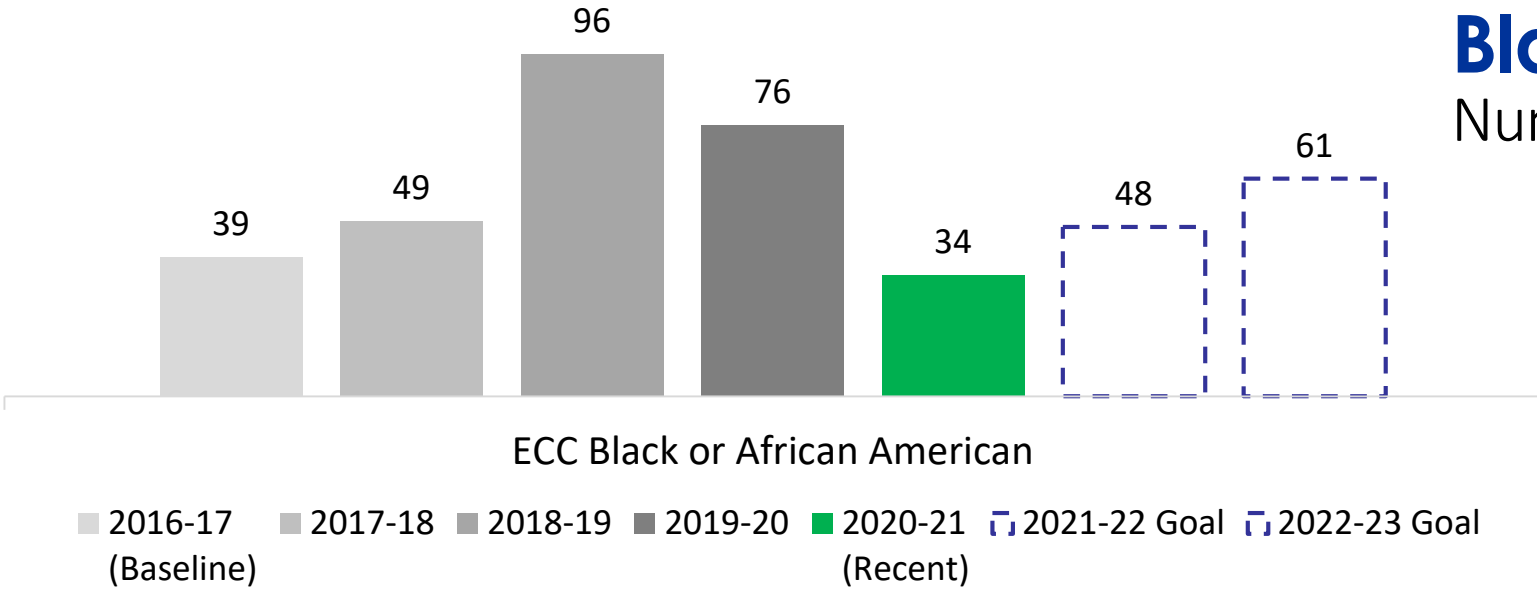


*Comparison to LA Microregion Community Colleges  
In 2020-21, 4% less ECC students earned a certificate compared to their counterparts in the LA Microregion*



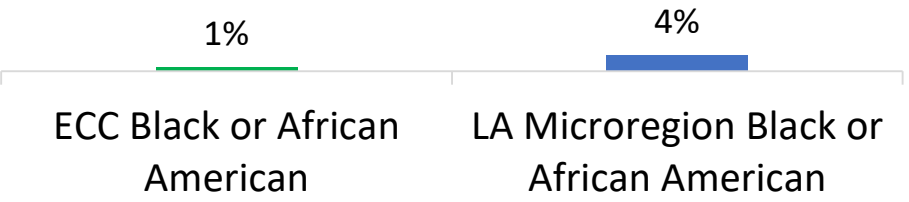
# Certificate Completion Black/African American

Number of students earning a certificate



*In 2020-21, 34 Black/African American students earned a certificate, a 55% decrease compared to the previous year*

## 2020-21

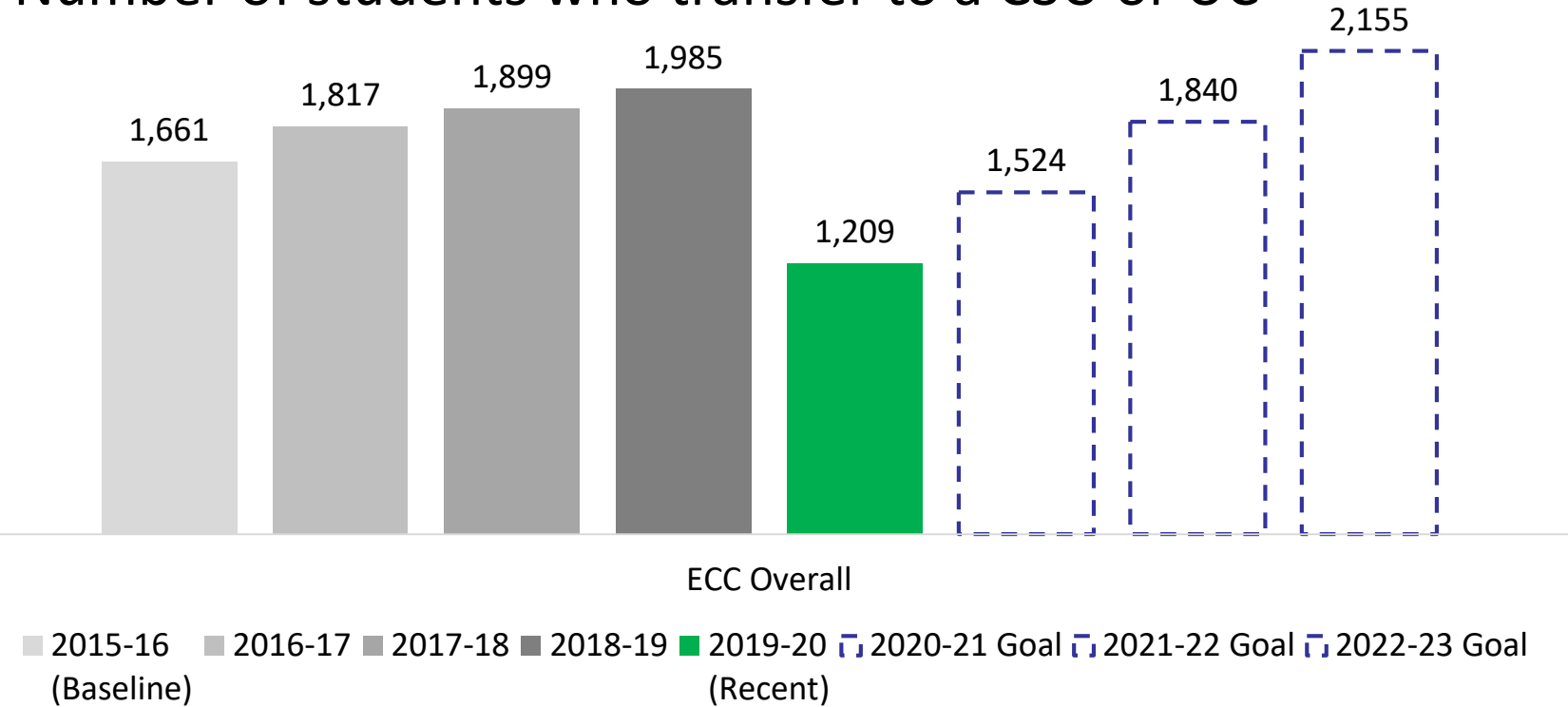


*Comparison to LA Microregion Community Colleges  
In 2020-21, 3% less ECC Black/African American students earned a certificate, compared to their counterparts in the LA Microregion*



# Transfers to CSU or UC Overall

Number of students who transfer to a CSU or UC



*In 2019-20, 1,209 students transferred to a CSU or UC, a 39% decrease compared to the previous year*

## 2019-20

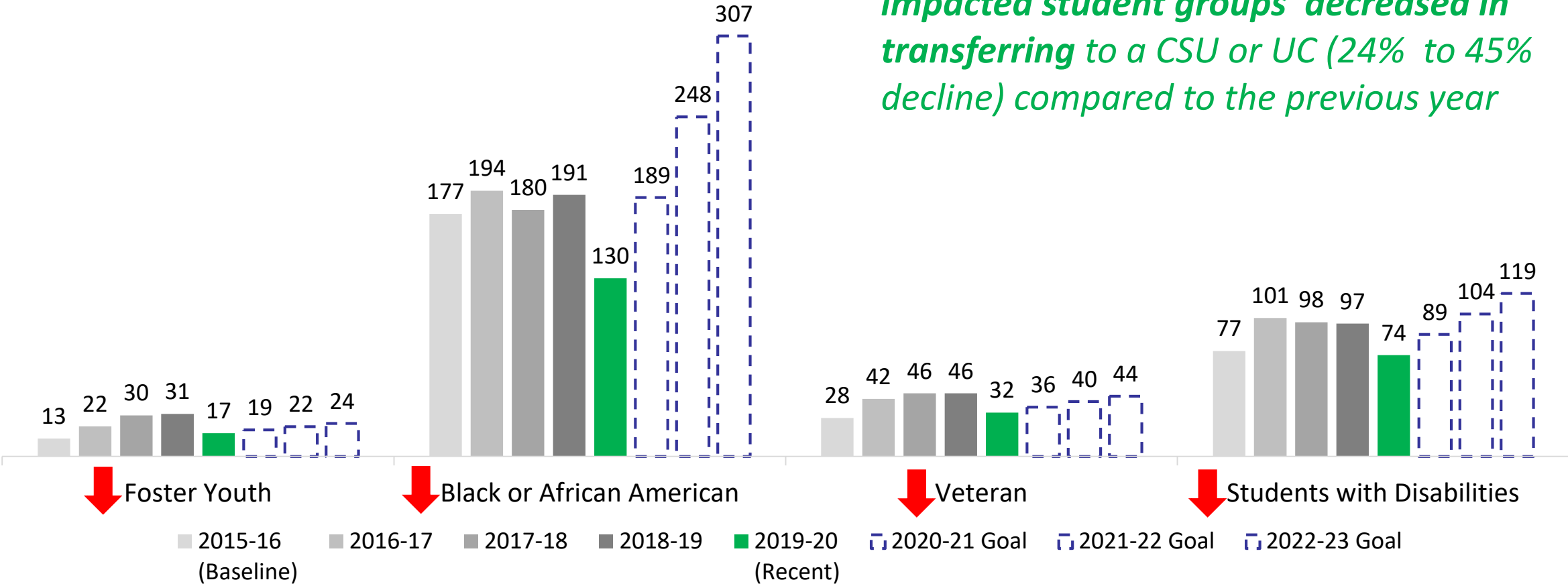


*Comparison to LA Microregion Community Colleges  
In 2019-20, 2% less ECC students transferred to a CSU or UC compared to their counterparts in the LA Microregion*

# Transfers to CSU or UC Disproportionally Impacted Student Groups

Number of students who transfer to a CSU or UC

*In 2019-20, all disproportionately impacted student groups decreased in transferring to a CSU or UC (24% to 45% decline) compared to the previous year*

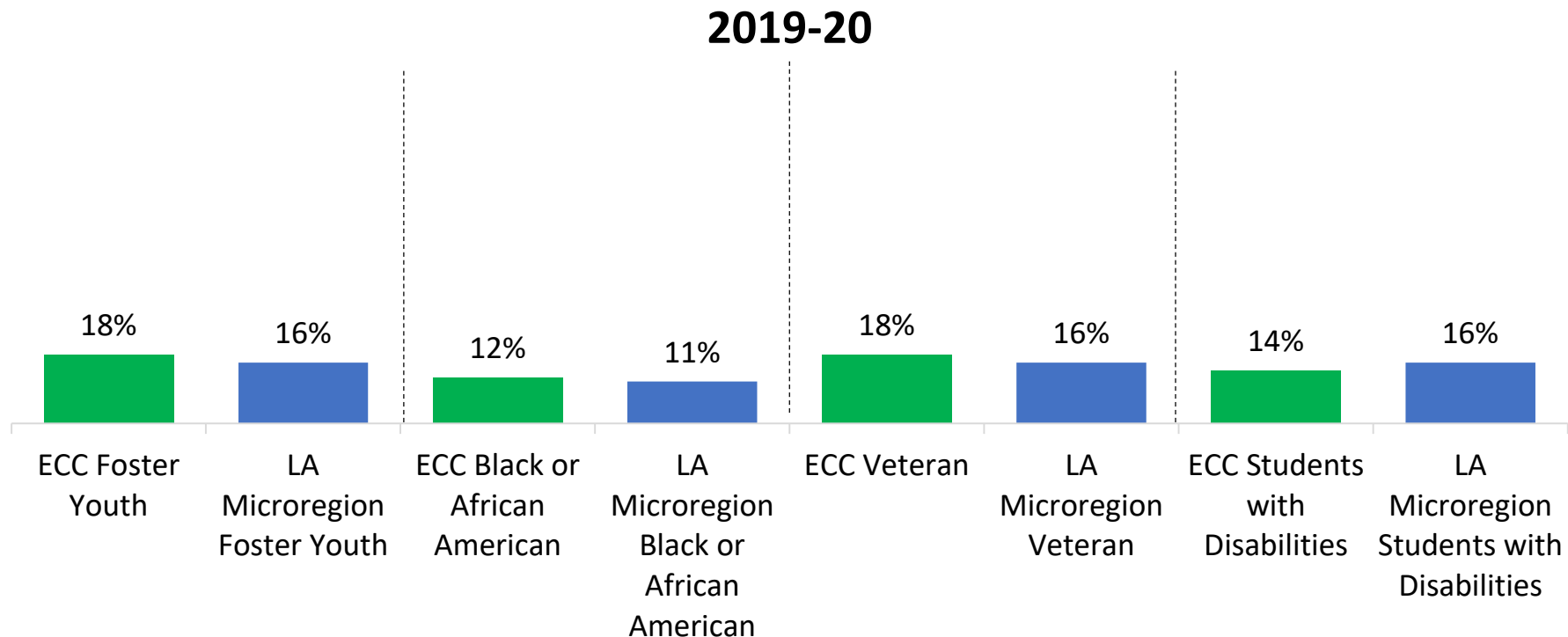


# Transfers to CSU or UC Disproportionally Impacted Student Groups (cont.)

Number of students who transfer to a CSU or UC

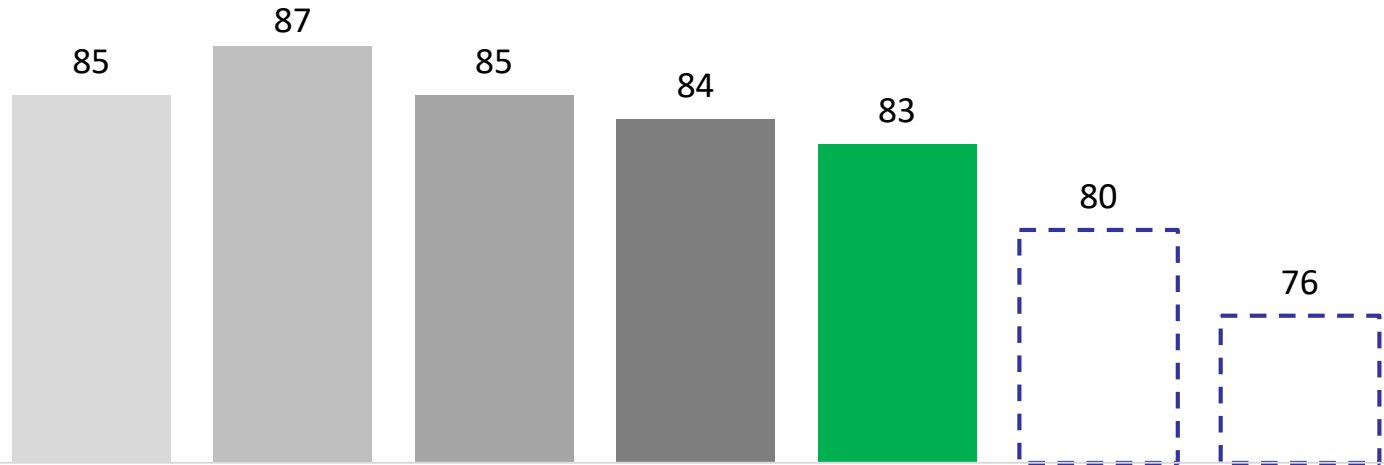
## *Comparison to LA Microregion Community Colleges*

*In 2019-20, except for student with disabilities, more disproportionately impacted ECC students transferred to a CSU or UC compared to their counterparts in the LA Microregion*



# (Decrease) Unit Accumulation Overall

Average number of units accumulated by degree earners

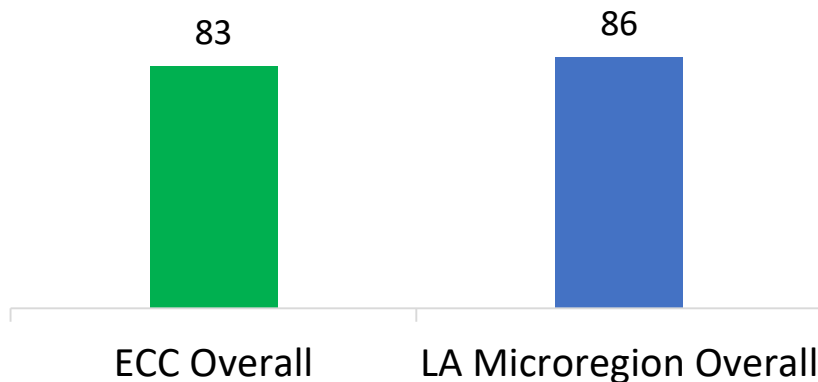


*In 2020-21, ECC students who obtained a degree accumulated an average of 83 units, a 1% decrease from last year (1 unit less)*

ECC Overall

■ 2016-17 (Baseline) ■ 2017-18 ■ 2018-19 ■ 2019-20 ■ 2020-21 (Recent) □ 2021-22 Goal □ 2022-23 Goal

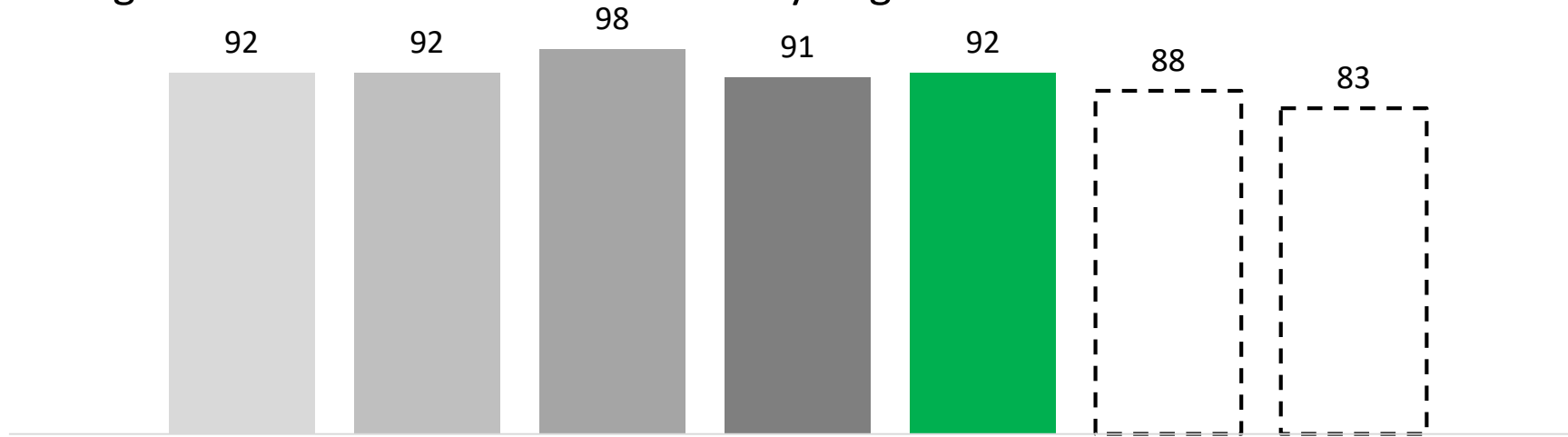
**2020-21**



**Comparison to LA Microregion Community Colleges**  
*In 2020-21, ECC students who obtained a degree were closer to the Vision for Success goal of 79 units than their counterparts in the LA Microregion*

# (Decrease) Unit Accumulation Students with Disabilities

Average number of units accumulated by degree earners

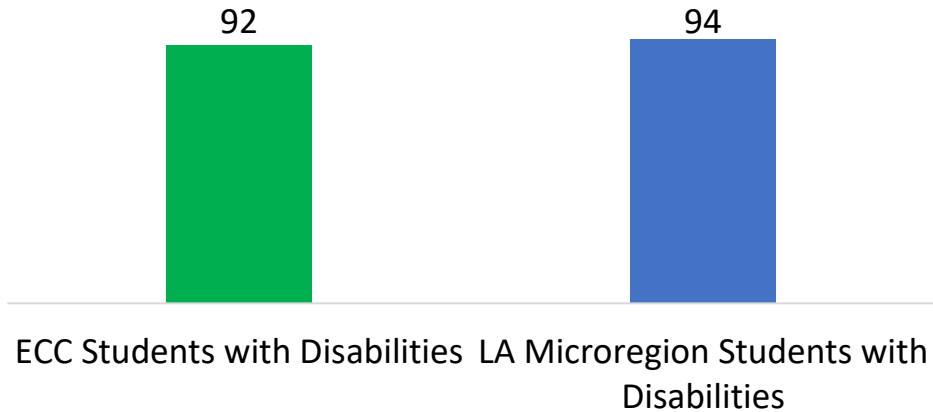


*In 2020-21, ECC students with disabilities who obtained a degree accumulated in average 92 units, a 1% increase from the previous year (1 unit more)*

ECC Students with Disabilities

■ 2016-17 (Baseline)  
 ■ 2017-18  
 ■ 2018-19  
 ■ 2019-20  
 ■ 2020-21 (Recent)  
  2021-22 Goal  
  2022-23 Goal

## 2020-21

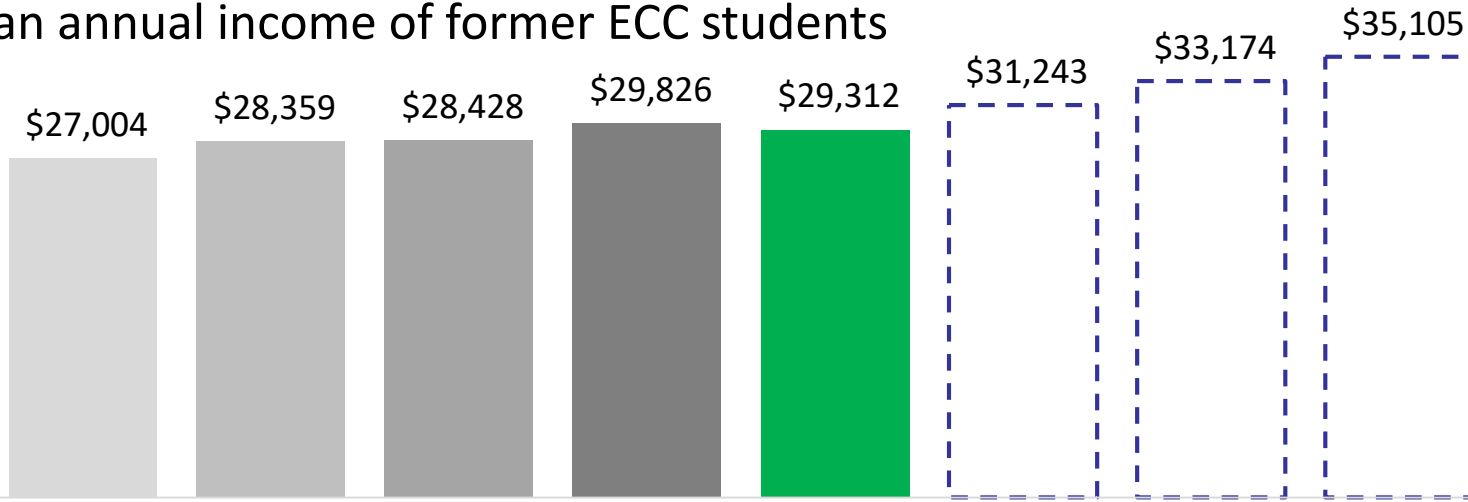


*Comparison to LA Microregion Community Colleges  
In 2020-21, ECC students with disabilities who obtained a degree were closer to the Vision for Success goal of 79 units than their counterparts in the LA Microregion*



# Annual Earnings Overall

Median annual income of former ECC students

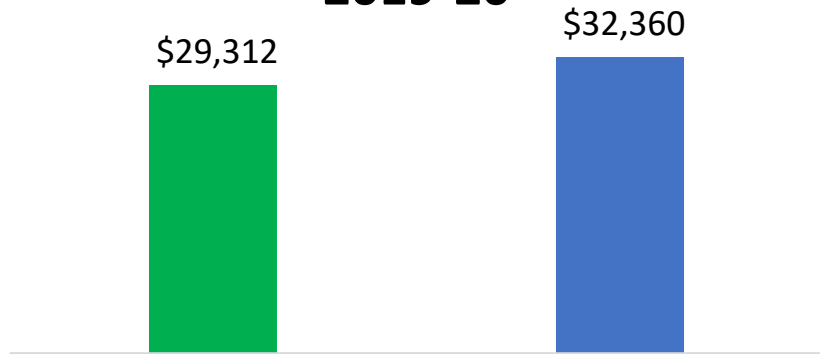


*In 2019-20, ECC former students annually earned \$514.00 dollars less compared to the previous year*

ECC Overall

■ 2015-16 (Baseline) ■ 2016-17 ■ 2017-18 ■ 2018-19 ■ 2019-20 (Recent) □ 2020-21 Goal □ 2021-22 Goal □ 2022-23 Goal

## 2019-20



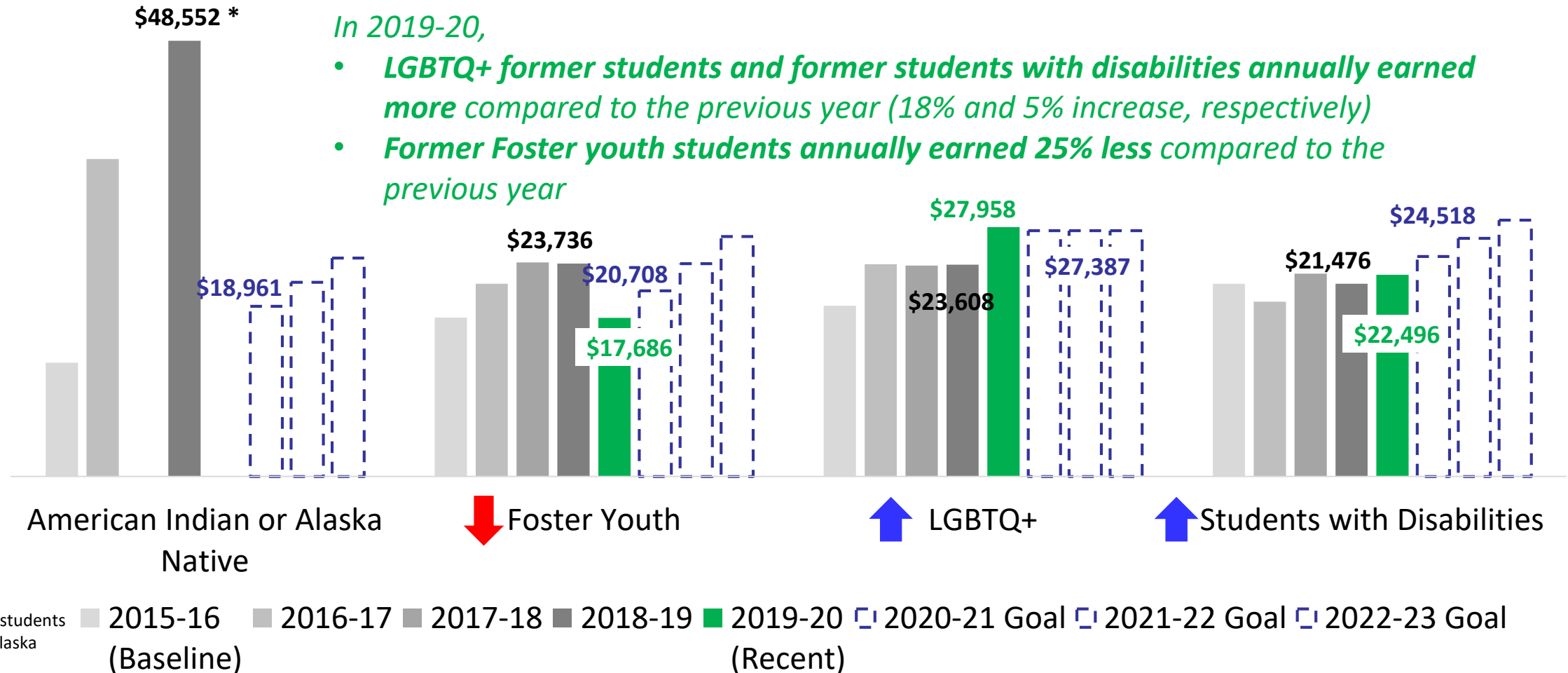
ECC Overall

LA Microregion Overall

*Comparison to LA Microregion Community Colleges  
In 2019-20, ECC former students annually earned \$3,048 dollars less compared to their counterparts in the LA Microregion*

# Annual Earnings Disproportionally Impacted Student Groups

Median annual income of former ECC students



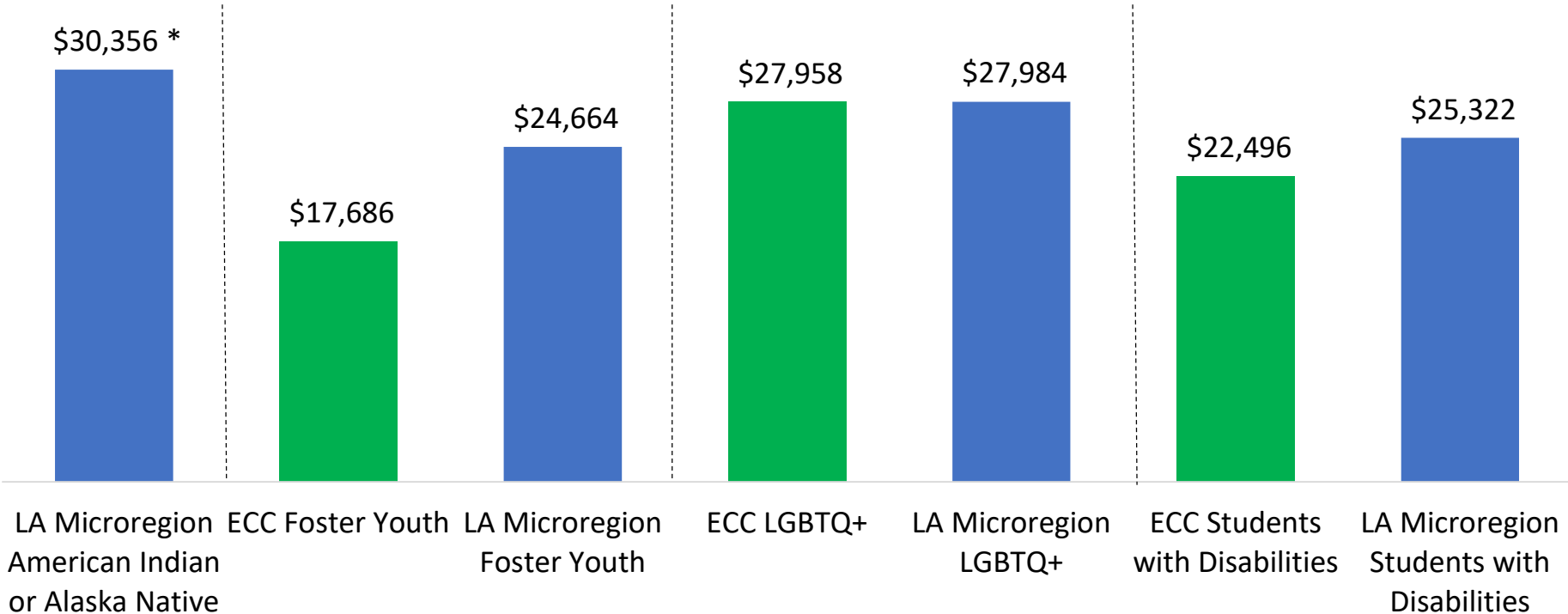


# Annual Earnings Disproportionally Impacted Student Groups (cont.)

Median annual income of former ECC students

*Comparison to LA Microregion Community Colleges  
In 2019-20, all ECC disproportionately impacted student groups annually earned less than their counterparts in the LA Microregion*

2019-20



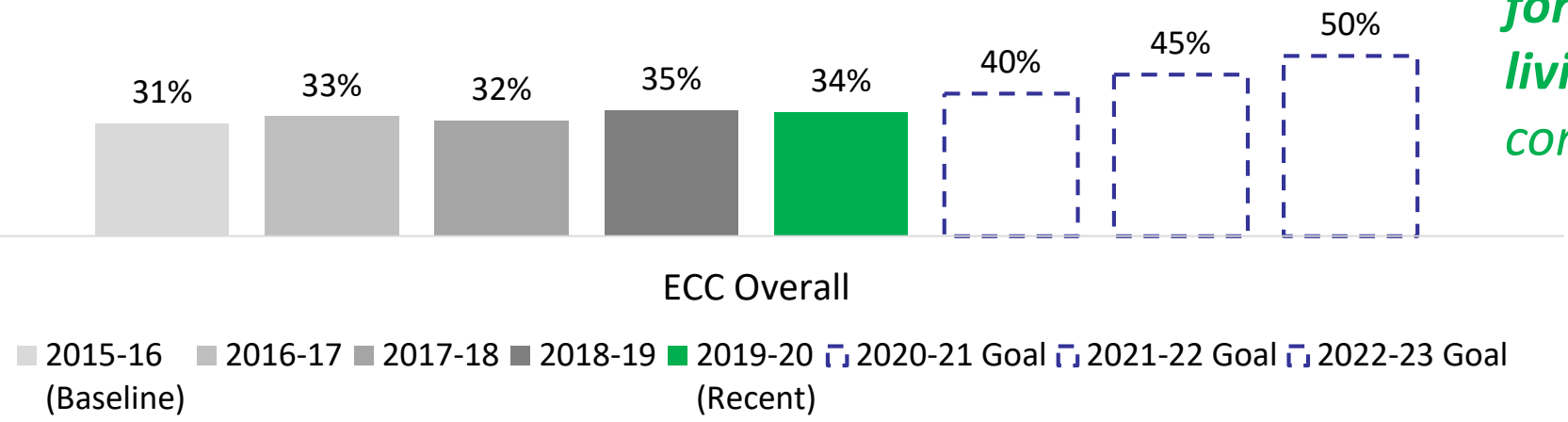
\* Less than 10 students for ECC American Indian/Alaska Native in 2019-20



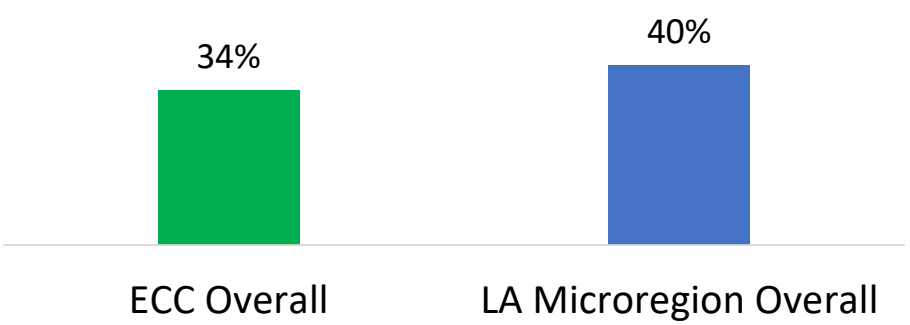
# Living Wage Attainment Overall

Percent of former ECC students who attain a living wage

*In 2019-20, the percent of ECC former students who attained a living wage was 1% less compared to the previous year*



## 2019-20



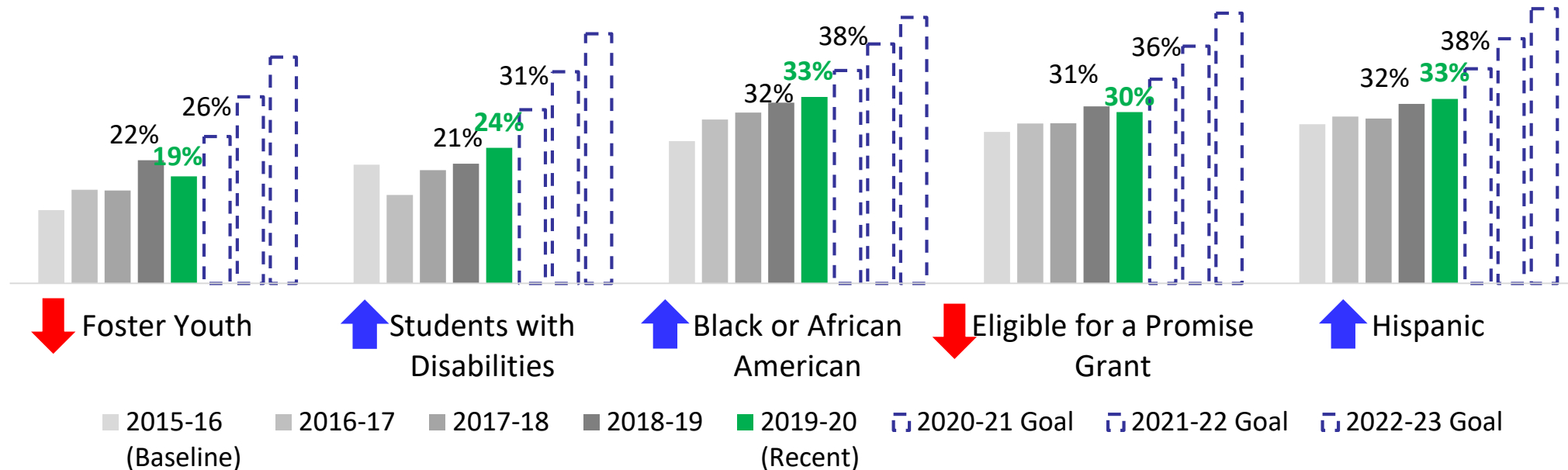
*Comparison to LA Microregion Community Colleges  
In 2019-20, 6% less of ECC former students attained a living wage compared to their counterparts in the LA Microregion*

# Living Wage Attainment Disproportionally Impacted Student Groups

Percent of former ECC students who attain a living wage

*In 2019-20,*

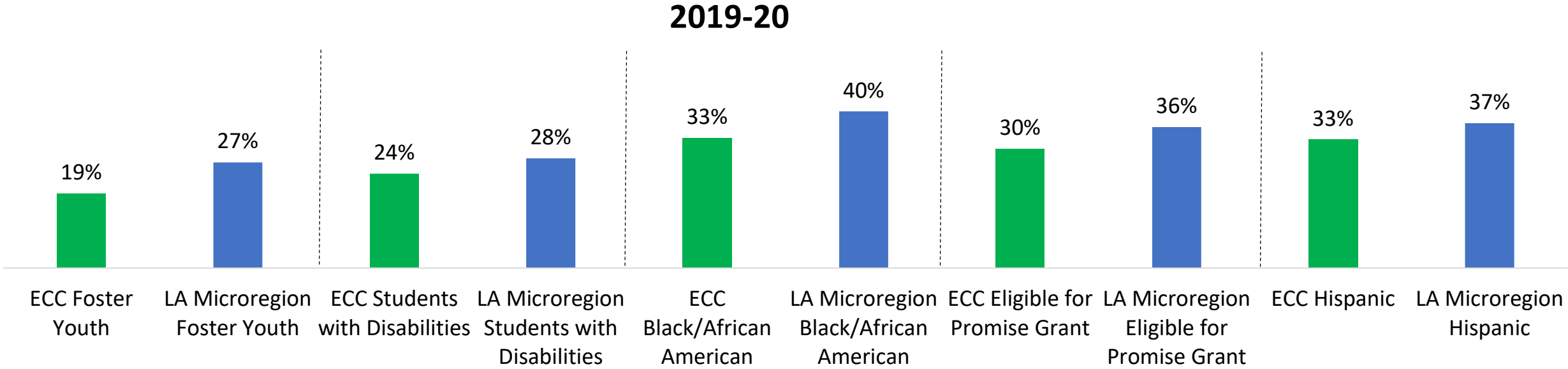
- *The percent of former students with disabilities, Black/African American, and Hispanic former students who attained a living wage increased compared to the previous year (3% and 1%, respectively)*
- *The percent of former foster youth students and eligible for a Promise grant former students who attained a living wage decreased compared to the previous year (3% and 1%, respectively)*



# Living Wage Attainment Disproportionally Impacted Student Groups (cont.)

Percent of former ECC students who attain a living wage

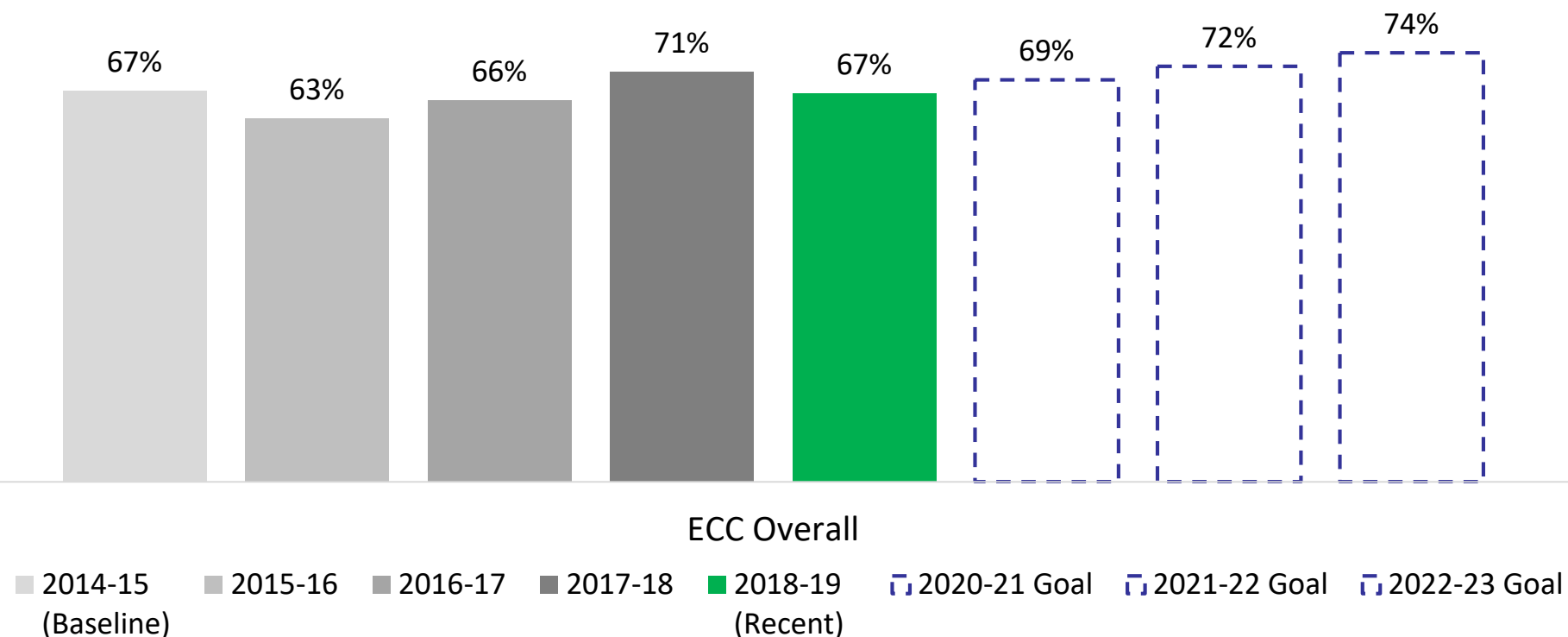
*Comparison LA Microregion community colleges*  
*In 2019-20, the percent of ECC disproportionately impacted former student groups who attained a living wage was lower than their counterparts in the LA Microregion*



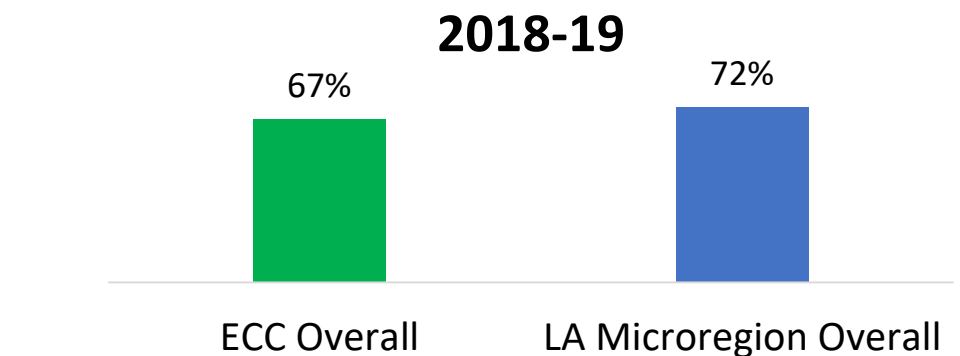


# Job in Field of Study Overall

Percent of career education students with a job closely related to their field of study



*In 2018-19, the percent of career education students who held a job related to their field of study decreased 4% compared to the previous year*



**Comparison to LA Microregion Community Colleges**  
*In 2018-19, the percent of ECC career education students who held a job related to their field of study was 5% lower than their counterparts in the LA Microregion*

# Summary

## DEGREE COMPLETION

**Overall**  
**2020-21 Goal**  
2,148

**Goal surpassed**  
**(20-21: 2,206)**

**Black/African American**  
**2020-21 Goal**  
233

**Goal not met**  
**(20-21: 225)**

## CERTIFICATE COMPLETION

**Overall**  
**2020-21 Goal**  
632

**Goal not met**  
**(20-21: 395)**

**Black/African American**  
**2020-21 Goal**  
69

**Goal not met**  
**(20-21: 34)**

# Summary (cont. 1)

## TRANSFER

**Overall  
2020-21 Goal**  
1,524

**Goal in  
progress**  
(19-20: 1,209)

**Foster Youth  
2020-21 Goal**  
19

**Goal in  
progress**  
(19-20: 17)

**Black/African American  
2020-21 Goal**  
189

**Goal in  
progress**  
(19-20: 130)

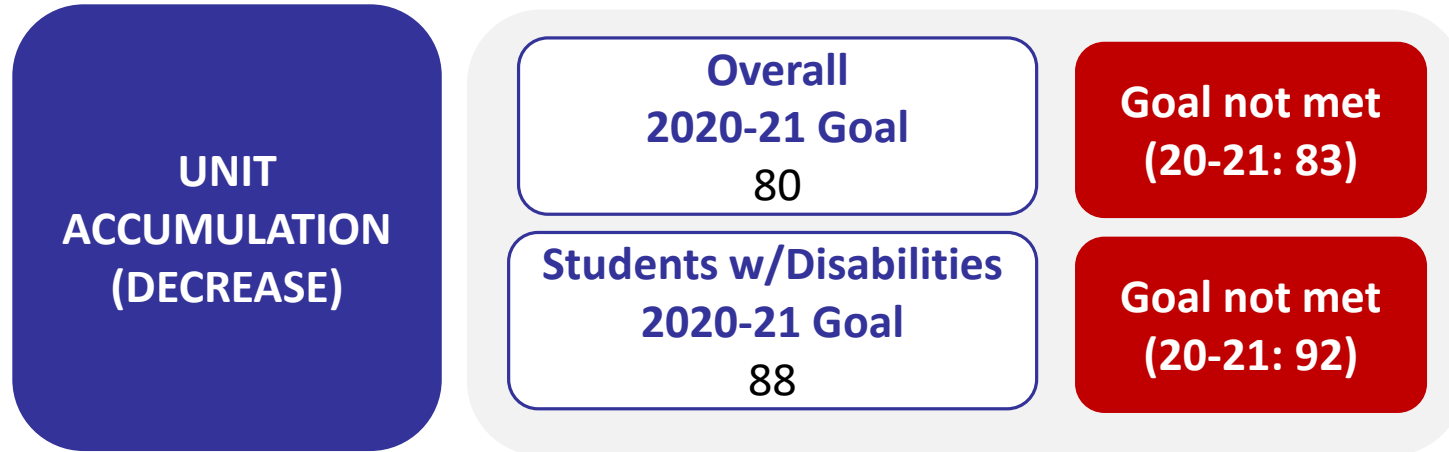
**Veteran  
2020-21 Goal**  
36

**Goal in  
progress**  
(19-20: 32)

**Students w/Disabilities  
2020-21 Goal**  
89

**Goal in  
progress**  
(19-20: 74)

# Summary (cont. 2)





# Summary (cont. 3)

## Annual Earnings

**Overall**  
**2020-21 Goal**  
\$31,243

**Goal in progress**  
**(19-20: \$29,312)**

**American Indian/Alaska  
Native 2020-21 Goal**  
\$18,961

19-20: No data

**Foster Youth**  
**2020-21 Goal**  
\$20,708

**Goal in progress**  
**(19-20: \$17,686)**

**LGBTQ+**  
**2020-21 Goal**  
\$27,387

**Goal surpassed**  
**(19-20: \$27,958)**

**Students w/Disabilities**  
**2020-21 Goal**  
\$24,518

**Goal in progress**  
**(19-20: \$22,496)**

# Summary (cont. 4)

## Living Wage Attainment

**Overall**  
**2020-21 Goal**  
40%

**Goal in progress**  
**(19-20: 34%)**

**Foster Youth**  
**2020-21 Goal**  
26%

**Goal in progress**  
**(19-20: 19%)**

**Students w/Disabilities**  
**2020-21 Goal**  
31%

**Goal in progress**  
**(19-20: 24%)**

**Black/African American**  
**2020-21 Goal**  
38%

**Goal in progress**  
**(19-20: 33%)**

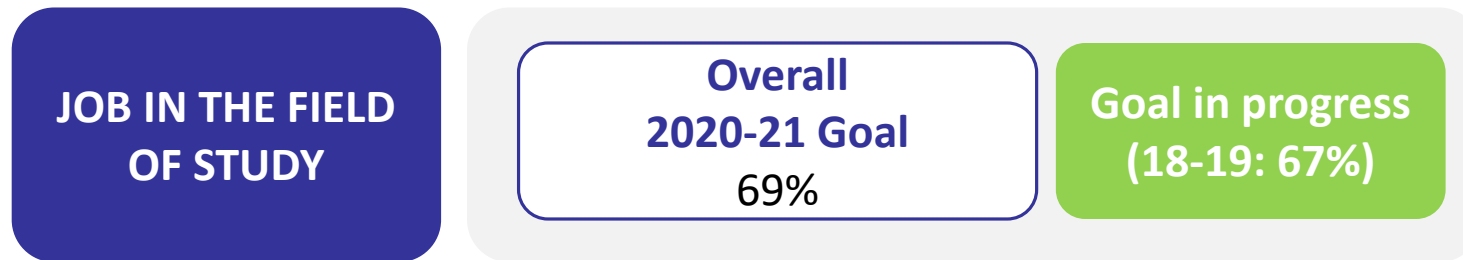
**Eligible for Promise Grant**  
**2020-21 Goal**  
36%

**Goal in progress**  
**(19-20: 30%)**

**Hispanic**  
**2020-21 Goal**  
38%

**Goal in progress**  
**(19-20: 33%)**

# Summary (cont. 5)



# Leading Indicators

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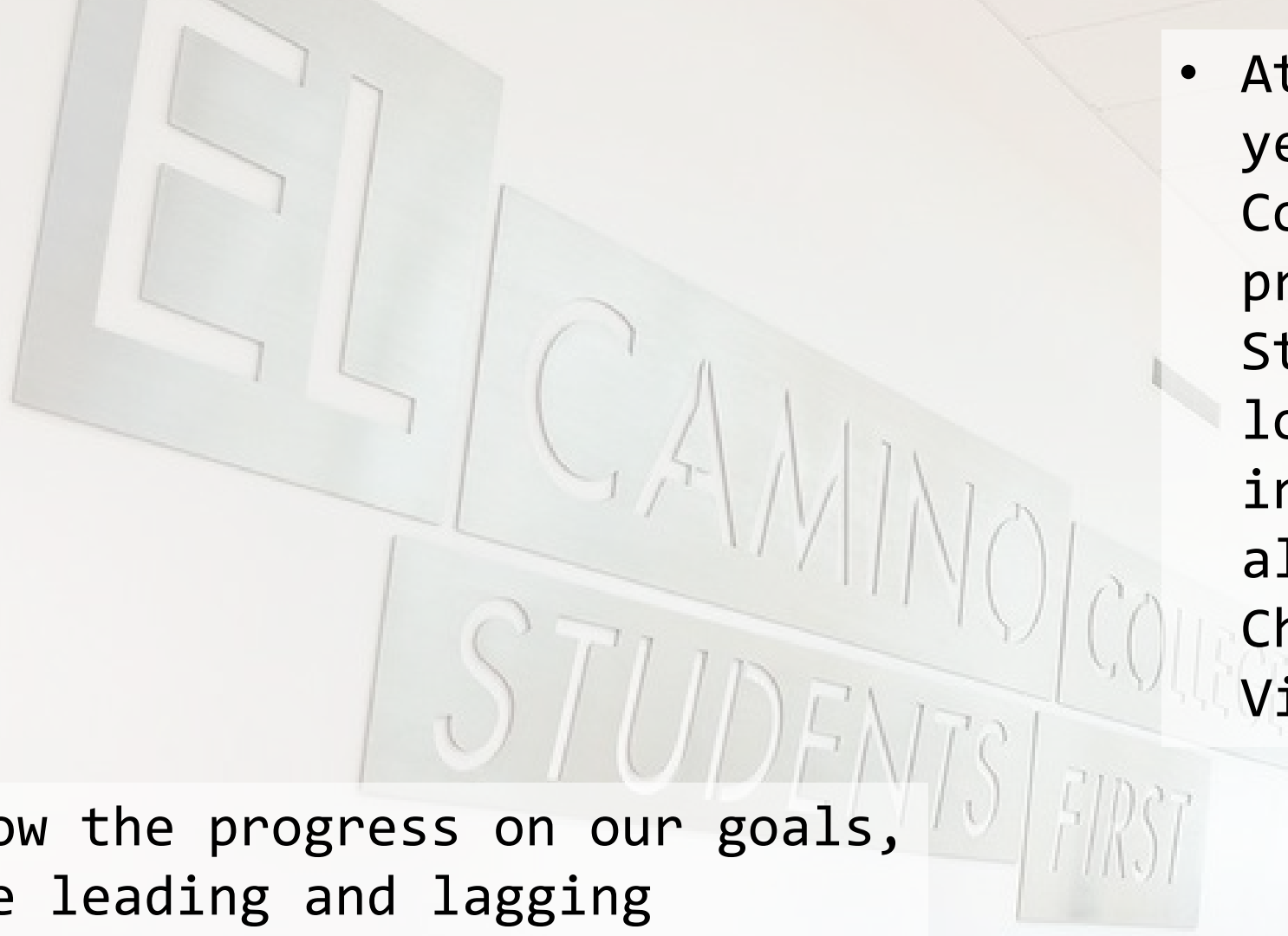


# Leading Indicators

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Measures that allow tracking institutional goals and provide information about students' progress (more actionable)

1. Two-term Retention
2. Average Number of Degree Applicable Units
3. Transfer-level English and Math Completion
4. 30+ Units
5. Course Withdrawal
6. Employable Skill Attainment



- At the end of every year, El Camino College reviews the progress on its Strategic Plan by looking at its institutional goals, aligned with the Chancellor's Office Vision for Success.

- To show the progress on our goals, we use leading and lagging indicators. This video focuses on the leading indicators, which provide information about the students' progress.

Hello, we are El Camino College students and wanted to share with you some information about the College. This data helps us learn if we are making progress in our educational journey here at El Camino.



# Did Students Who Enrolled in Fall Come Back in Spring?

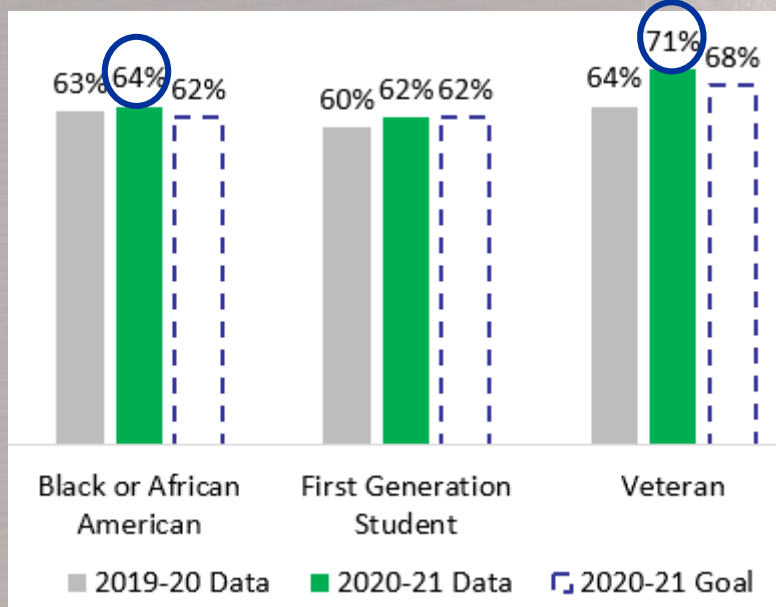
- In 2020-21, 70% of all ECC Fall students came back and enrolled in Spring.
- Compared to the previous year, 1% more of our students persisted from Fall to Spring. The College nearly reached its 2020-21 goal of 71%.



Let us check the groups of students who are disproportionately impacted when we look at persistence to stay in the College from Fall to Spring.

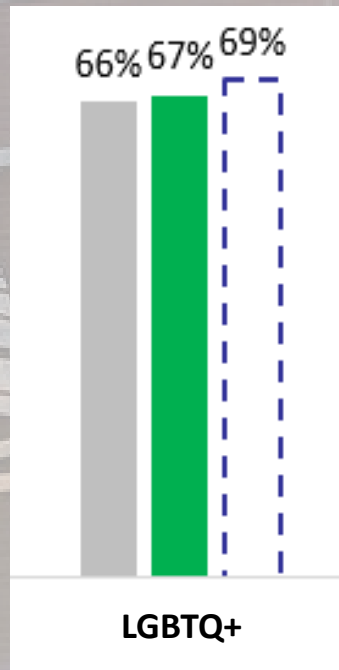


# Did Students Who Enrolled in Fall Come Back In Spring?



- In the case of Black/African American and Veteran students, they surpassed the 2020-21 goals set by the college.
- First Generation students reached the 2020-21 institutional goal.

# Did Students Who Enrolled in Fall Come Back In Spring?

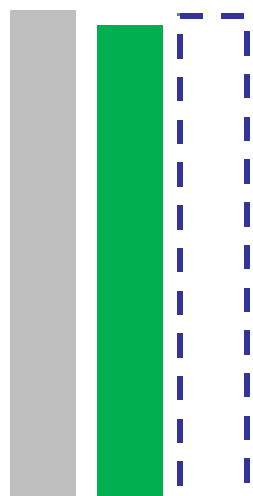


- Compared to 2019-20, 1% more of LGBTQ+ students persisted from Fall to Spring.
- The College continues working to reach the 2020-21 goal for these students.

■ 2019-20 Data ■ 2020-21 Data □ 2020-21 Goal

# Did Students Who Enrolled in Fall Come Back in Spring?

61% 59% 60%



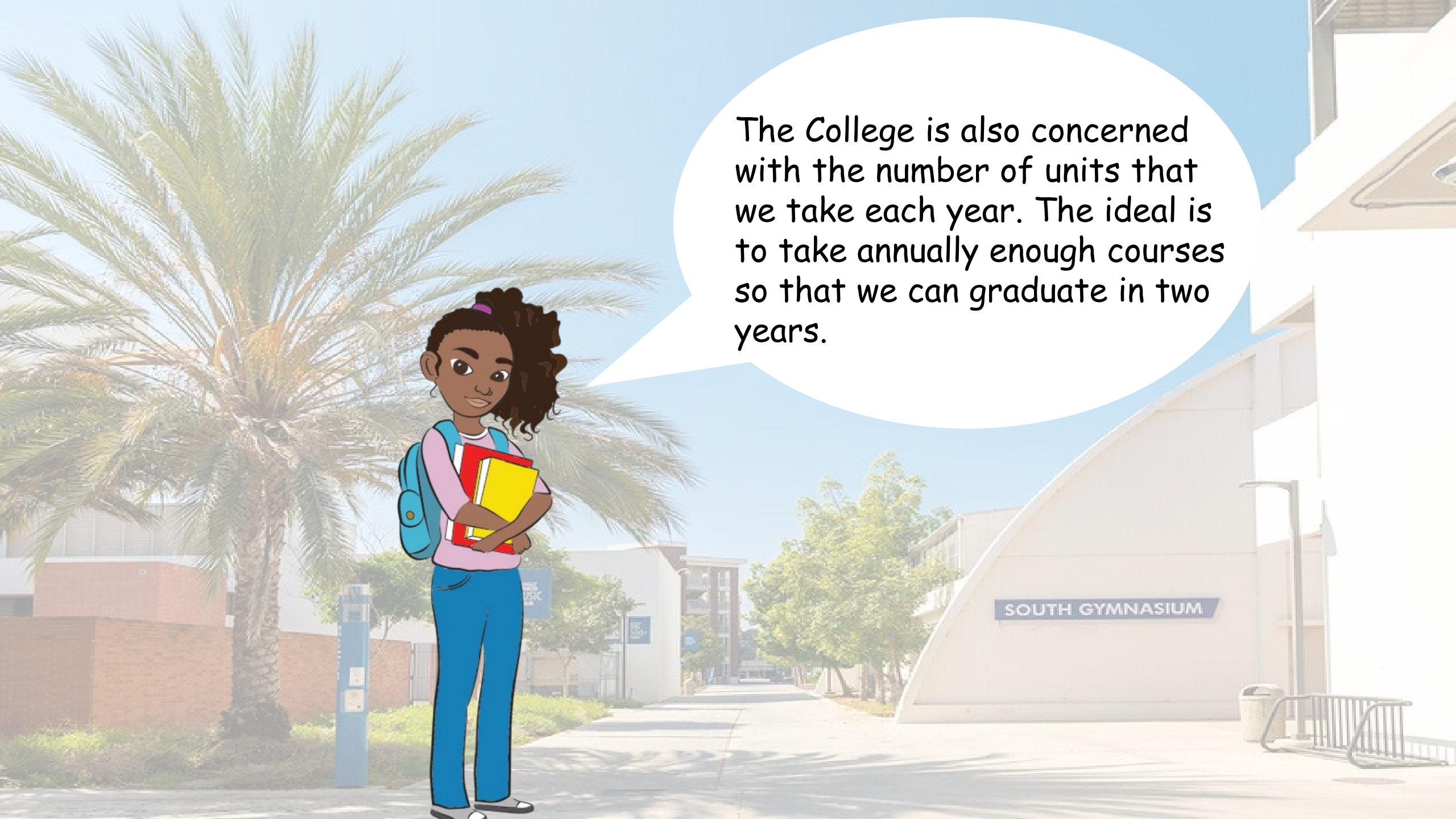
Foster Youth

■ 2019-20 Data

■ 2020-21 Data

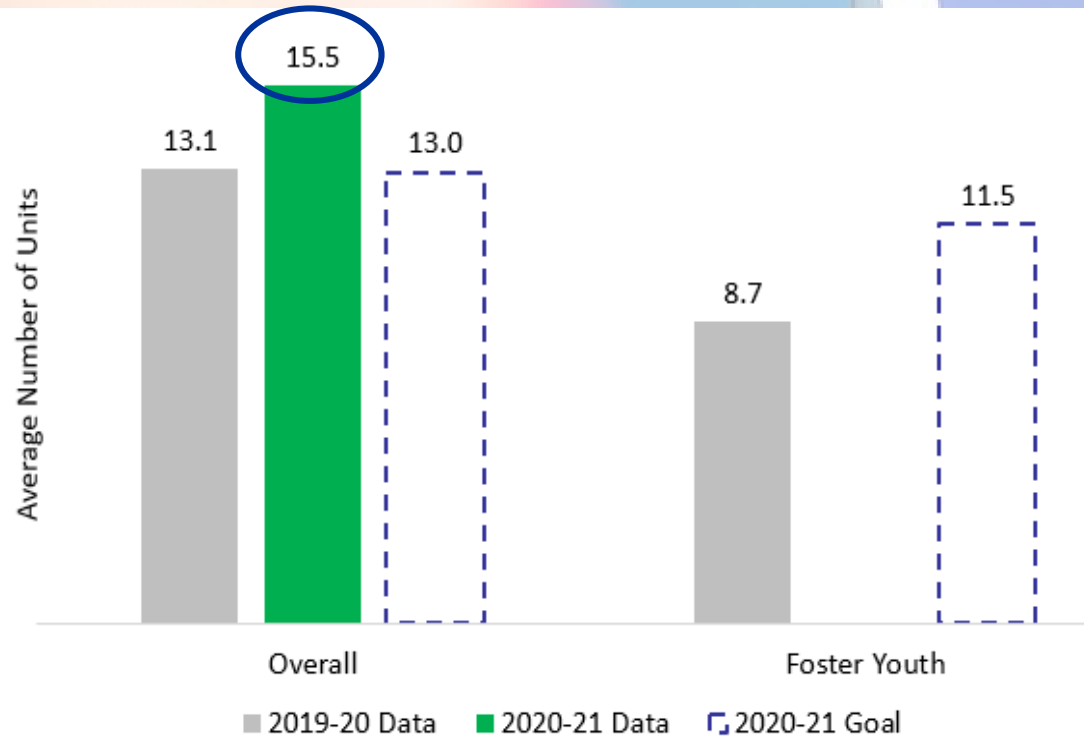
▬ 2020-21 Goal

- In 2020-21, 59% of Foster Youth students who enrolled in Fall came back and enrolled in Spring.
- The College nearly reached its 2020-21 goal of 60% for these students.

A young Black woman with curly hair, wearing a pink shirt, blue pants, and a blue backpack, stands on a college campus. She is holding several books. In the background, there is a large palm tree on the left and a building labeled 'SOUTH GYMNASIUM' on the right. A large white speech bubble is positioned above her, containing text.


The College is also concerned with the number of units that we take each year. The ideal is to take annually enough courses so that we can graduate in two years.

# In Average, How Many Degree Applicable Units Did Students Earn During Their First Year?



2020-21 Foster Youth student count less than 10

- In 2020-21, overall students at El Camino earned 2.4 more units than the previous year, surpassing the goal for 2020-21.

A young Black woman with curly hair, wearing a pink shirt, blue pants, and a blue backpack, stands on a college campus. She is holding several books. The background features palm trees, a brick wall, and a building labeled 'SOUTH GYMNASIUM'. A large white speech bubble is positioned to her right, containing text about college requirements.

Our College also examines if we are completing transfer-level English and Math courses during our first year. Doing good in these courses is closely associated to being successful in College over a longer term.

SOUTH GYMNASIUM

# What Percentage of Students Completed Transfer-Level Math and English During Their First Year?

- In 2020-21, 16% of all students at ECC completed transfer-level math and English courses during their first year, the same as the previous year.
- The College surpassed its 2020-21 goal of 13%.



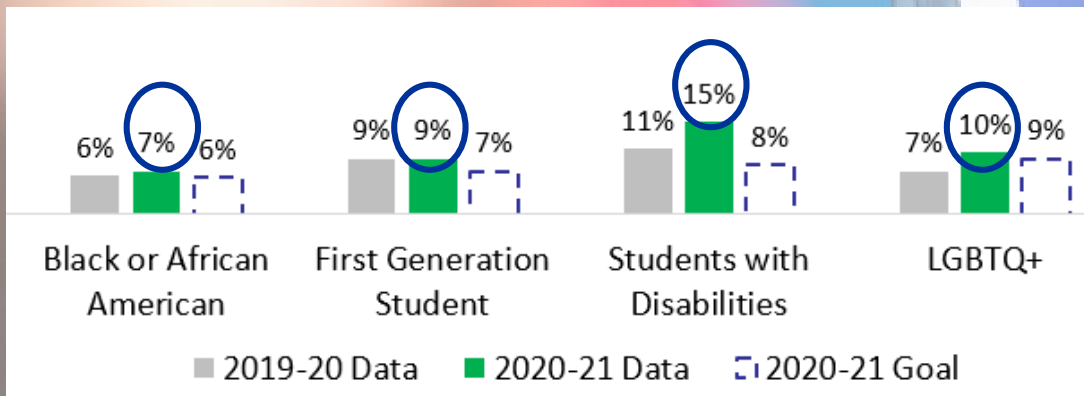
Let us see how the groups of students who experience disproportional impact do in completing transfer-level math and English during their first year at El Camino.



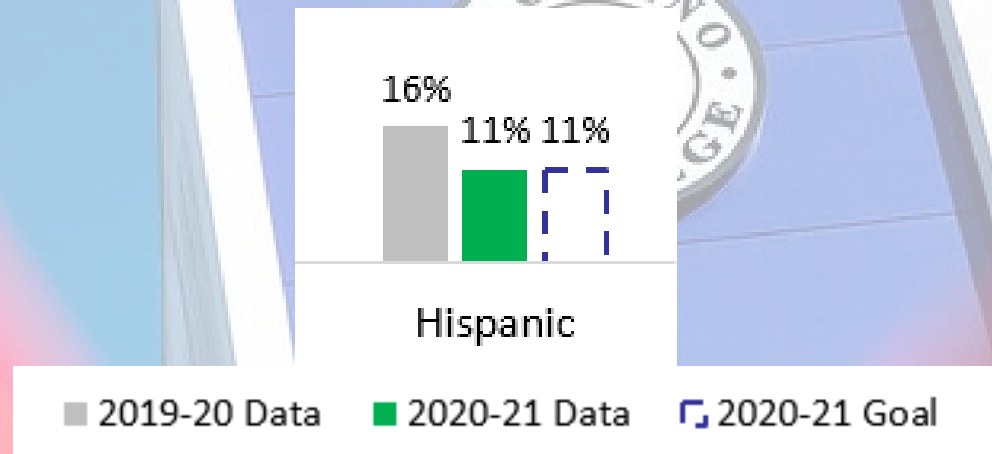
# What Percentage of Students Completed Transfer-Level Math and English During Their First Year?



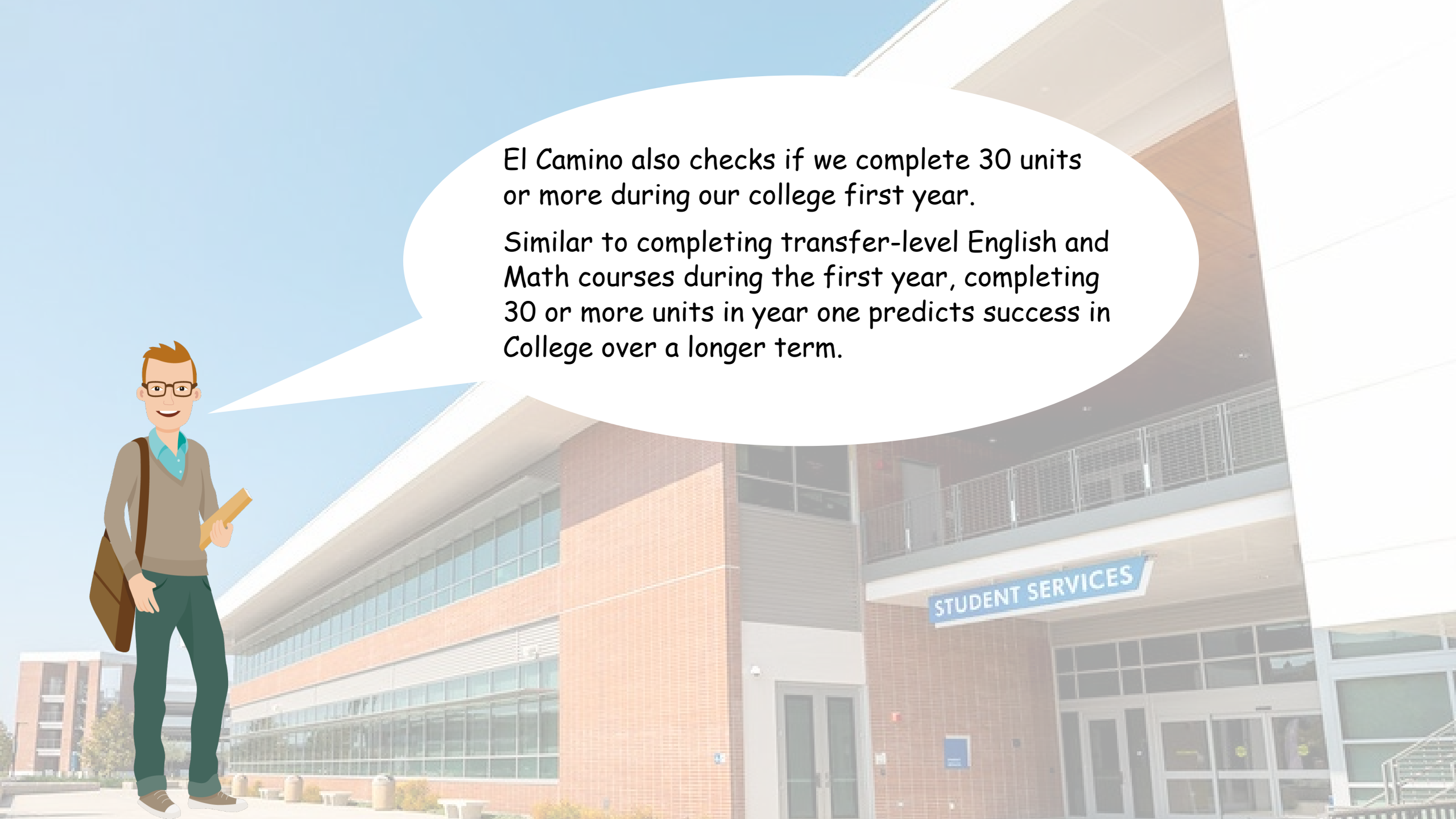
- In 2020-21, Black/African American students, first generation students, students with disabilities, and LGBTQ+ students surpassed 2020-21 goals in completing transfer-level math and English courses during their first year.



# What Percentage of Students Completed Transfer-Level Math and English during Their First Year?



- In 2020-21, Hispanic students who completed transfer-level math and English courses during their first year decreased compared to 2019-20. However, the College reached the 2020-21 goal for these students.



El Camino also checks if we complete 30 units or more during our college first year.

Similar to completing transfer-level English and Math courses during the first year, completing 30 or more units in year one predicts success in College over a longer term.

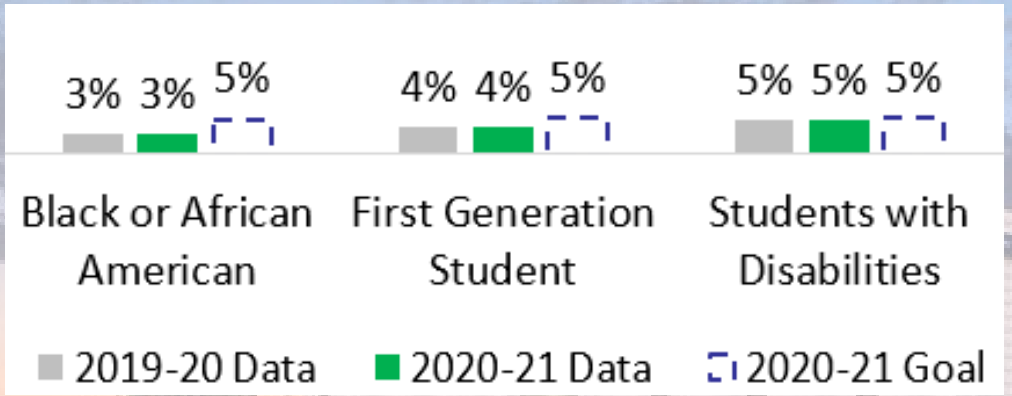
# What Percentage of Students Completed 30 Units or More during Their First Year?

- As in 2019-20, in 2020-21, 6% of all students at El Camino completed 30 units or more during their first year.
- The College almost reached its 2020-21 goal of 7%.

Black and African American students, first generation students, and students with disabilities experience a disproportional impact in completing 30 units or more compared to all other students at the College. Let us check some more details about them.



# What Percentage of Students Completed 30 Units or More during Their First Year?



- In 2020-21, the percentage of Black/African American and first generation students completing 30 units or more during their first year was the same as in 2019-20.
- The College continues working to reach its 2020-21 goal of 5% for these two groups of students.
- Students with disabilities did reach the 5% goal for 2020-21.

Another indicator our College monitors is what percentage of students withdraw from their courses during the academic year. Working on reducing withdrawal will help us complete the coursework we enroll in.





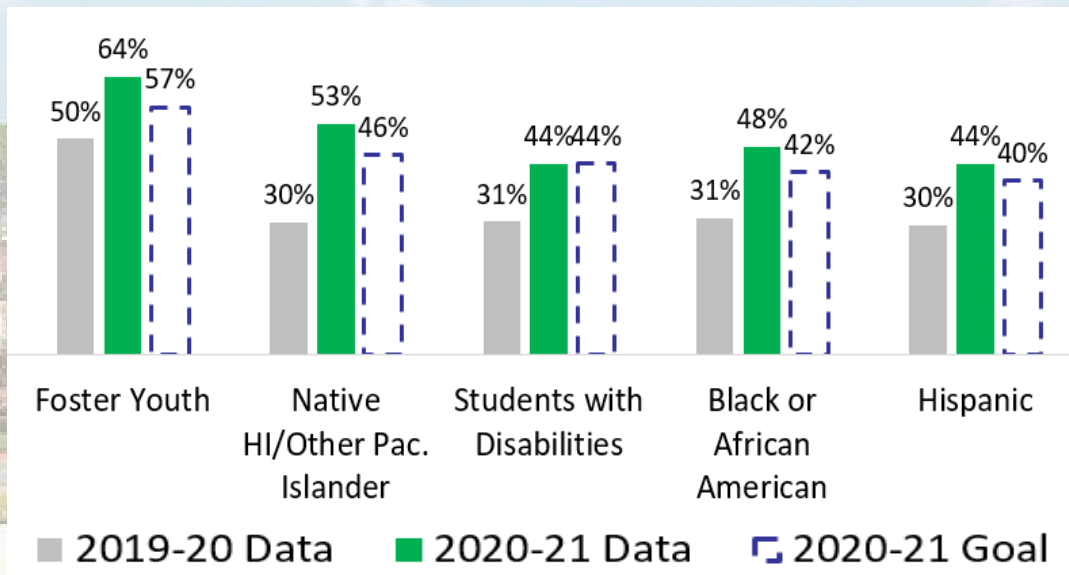
# What Percentage of Students Withdrew from One or More Courses during the Academic Year?

- In 2020-21, 40% of all students at El Camino withdrew from one or more courses during the academic year.
- The 2020-21 goal was reducing student withdrawal to 37%. The College continues working to reach this goal.

There are multiple groups of students who experience disproportional impact when talking about withdrawing from their courses during the academic year. Let us take a closer look at these students.



# What Percentage of Students Withdrew from One or More Courses during the Academic Year?



- Except for students with disabilities, the withdrawal percentage for all other groups in the chart increased in 2020-21 compared to 2019-20.
- The institution continues working to reduce withdrawal and reach its 2020-21 goals.

The last leading indicator that our College monitors is the percent of students who successfully complete Career Education courses that teach employable skills.

If students succeed in these courses, it means that we'll be well prepared for the job market.



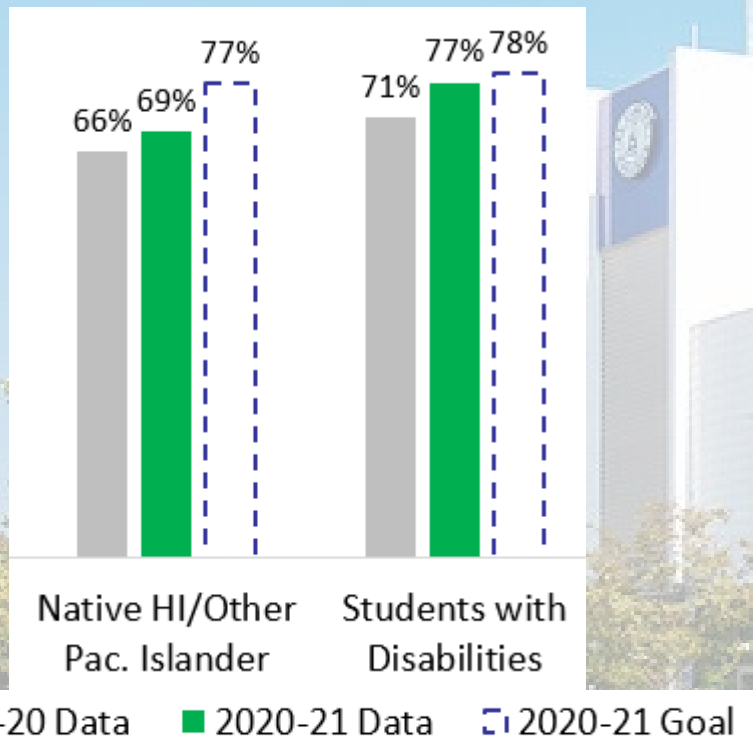
# What Percentage of Students Successfully Completed Career Education Courses that Teach Employable Skills?

- In 2020-21, 77% of all students that attempted a career education course successfully completed that course. This means 1% less than the previous year.
- The College continues working to reach its 2020-21 goal of 80%.

Five groups of students experience disproportional impact when it comes to successfully completing Career Education courses. Do you want to see how they did last year?

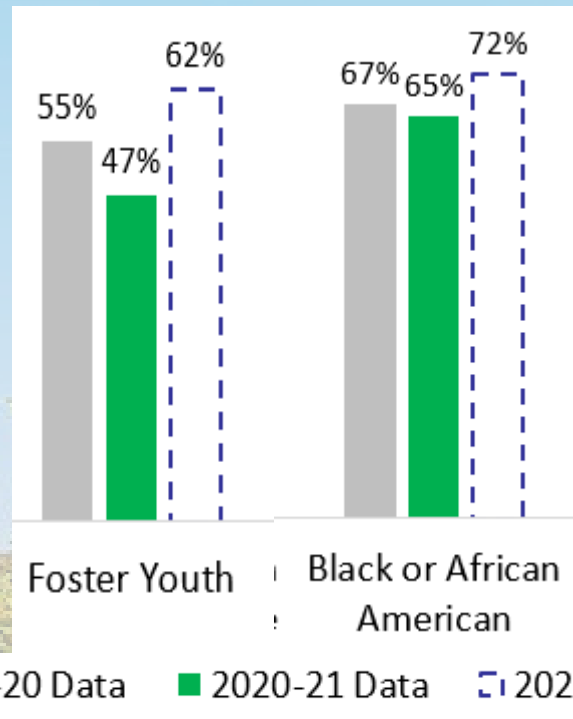


# What Percentage of Students Successfully Completed Career Education Courses that Teach Employable Skills?



- In 2020-21, the percentage of Native Hawaiian/Pacific Islander students and students with disabilities successfully completing Career Education courses increased, compared to 2019-20.
- El Camino almost reached its 2020-21 goal of 78% for students with disabilities. ECC continues working to reach the 2020-21 goal of 77% for Native Hawaiian/Pacific Islander students.

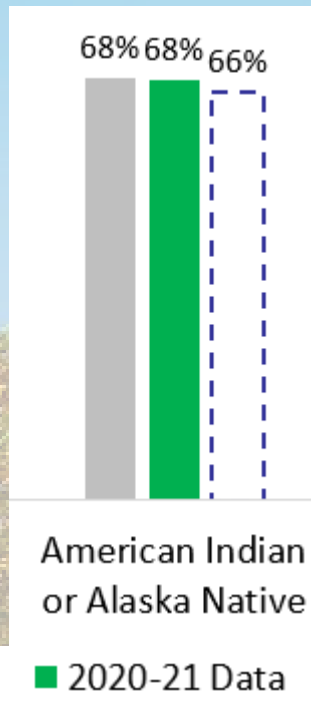
# What Percentage of Students Successfully Completed Career Education Courses that Teach Employable Skills?



- In 2020-21, the percentage of foster youth and Black/African American students successfully completing Career Education courses decreased compared to 2019-20.
- El Camino continues working to reach its 2020-21 goals for these two groups of students.



# What Percentage of Students Successfully Completed Career Education Courses that Teach Employable Skills?



- The percent of American Indian/Alaska Native students completing career education courses in 2020-21 was the same compared to 2019-20. El Camino surpassed its 2020-21 goal of 66% for these students.

# Let Us Summarize 2020-21 Leading Indicators...

*"There needs to be more work-at-your-own-pace class structures, similar to how a continuation high school program tends to work. Some of us can excel but not at the hurried pace of many classes. Plus, add to that the distance-learning requirement because of COVID, it gets far more complicated."*

*Source: 2021 Student Campus Climate Survey*

**Students Persisted  
from Fall to Spring**

All students  
LGBTQ+

**Working  
towards  
Reaching Goals**

Black/African American  
First Generation  
Veteran

**Goal Surpassed**

# Let Us Summarize 2020-21 Leading Indicators...

*"ElCo encourages me to finish what my goal was. They have counselors in many areas to guide me. Also if a problem arises that I need more help in, ElCo is ready to help me make my life better so I can finish school."*

*Source: 2021 Student Campus Climate Survey*

**Students Earned Average Number of Degree Applicable Units during First Year**

All students

**Goal Surpassed**

Foster Youth 2020-21 counts less than 10

N/A

# Let Us Summarize 2020-21 Leading Indicators...

*"Tutoring Center helped so much when I was taking math classes."*

*"The tutors are so helpful (English 1A tutors)."*

*Source: 2021 Student Campus Climate Survey*

**Students Completed  
Transfer-Level Math and  
English during First Year**

All students  
Black/African American  
First Generation  
Students with Disabilities  
LGBTQ+

**Goal Surpassed**

Hispanic

**Goal Met**

# Let Us Summarize 2020-21 Leading Indicators...

*"Help the professors that do not know how to teach classes online. To make it easier for the student to navigate their lectures, notes, and their syllabus. (...) I had to drop a class because a teach(er) was so unorganized."*

*Source: 2021 Student Campus Climate Survey*

**Students Withdrew from  
One or More Courses  
during Academic Year**

All students  
Foster Youth  
Native HI/Pac. Islander  
Black/African American  
Hispanic

Students with Disabilities

**Working  
towards  
Reaching Goals**

**Goal Met**

# Let Us Summarize 2020-21 Leading Indicators...

*"(There is a need to) hold more career fairs, networking opportunities, and assist students with finding jobs and internships."*

*Source: 2021 Student Campus Climate Survey*

**Students Successfully  
Completed Career  
Education Courses that  
Teach Employable Skills**

All students  
Native HI/Pac. Islander  
Students with Disabilities  
Foster Youth  
Black/African American

Amer. Indian/Alaska Nat.

**Working  
towards  
Reaching Goals**

**Goal Surpassed**

On behalf of our fellow students, we want to thank all the ECC community. The positive results we saw in this video are consequence of the good work you are doing!!

It would be great if you consider this data in your annual plans for 2023-2024. Last year the College built a [dashboard](#) with this information. There, you can dig deeper into the different groups of students and the multiple programs and divisions we have here at ECC.

Data is one tool that provides insight into students' behavior and informs the strategies you use to help us excel at El Camino.



# THANK YOU!

For more information, go to

[El Camino College Institutional Goals](#)

